



DEPARTMENTS OF THE ARMY AND THE AIR FORCE  
NATIONAL GUARD BUREAU  
1411 JEFFERSON DAVIS HIGHWAY  
ARLINGTON, VA 22202-3231

NGB-ZC-PMO

NOV 2 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Project *Minuteman* Letter of Instruction (LOI).

1. Purpose: To provide background and planning guidance for development of the Project *Minuteman* Activity Based Management and Strategic Performance Management models.

2. Background:

a. The Project *Minuteman* concept was developed to further facilitate the transformation of the National Guard Bureau staff and Joint Forces Headquarters-State. The desired end state will strategically link National Military Strategy (NMS), SECDEF, and CJCS directives to National Guard day-to-day activities. Project *Minuteman* will institutionalize the National Guard's role in NMS. The project is far-reaching and will integrate all Joint Staff and Directorate initiatives involving strategic performance, readiness and balanced scorecards. Project *Minuteman* will set in place a *Minuteman* Knowledge Management System (MKnow) that has continuous improvement as its centerpiece. MKnow will directly support our management oversight responsibility in ensuring resources are strategically linked to activities that support producing trained, ready, rapidly deployable soldiers and airmen with ready equipment. Project *Minuteman* will assist in providing answers to the following management questions:

- What is the actual cost to provide each service?
- Which activities need to be improved?
- Where and how can we cut costs without affecting our mission?
- Where and how are our indirect costs being expended?

b. Our key objective is to build the first DOD Enterprise Management System that is real time and predictive. It will also fill the gap between strategy and requirements determination using Strategic Performance Management with embedded Activity Based Management (ABM). In other words, this links the priorities derived from the strategic plan to allocation/budget formulation to accomplish those priorities.

c. Project *Minuteman* will leverage the current ANG initiative and ARNG Level I and Level II Strategic Readiness System (SRS) efforts to synchronize

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Joint and Directorate initiatives. This project will help satisfy effectiveness and efficiency requirements detailed in the Government Performance and Results Act (GPRA) and the President's Management Agenda (PMA) Initiatives. The integration of Defense Readiness Reporting System (DRRS) initiatives with on-going ARNG and ANG Directorate Balanced Scorecard efforts will be a key to Project *Minuteman* success. This will allow us to be a key participant and partner with DOD and the Services to fulfill the PMA initiative requirements.

2. The attached project schedule and anticipated milestones provides a planning departure point for implementation of the first project phase. Detailed schedules for training and activity based management workshops will be developed in coordination with each participating staff elements point of contact.

3. Project *Minuteman* point of contact is COL Steve Sarcione at (703) 607-2711. Request each addressee provide a project point of contact to COL Sarcione NLT 4 November 2005.

3 Encls

1. Memo, 13 Sep 05
2. Memo, 1 Nov 05
3. Info Paper 26 Oct 05

  
CHRISTOPHER D. GARDNER  
Assistant to the Chief  
National Guard Bureau

DISTRIBUTION:

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SEP 13 2005

MEMORANDUM FOR

Director, Army National Guard  
Director, Air National Guard  
Director, Joint Staff

SUBJECT: Project *Minuteman*

1. I strongly endorse Project *Minuteman* and the Performance Management Office (PMO) that was established to link strategy with the resources needed to enhance the readiness of the National Guard. Project *Minuteman* directly supports the process of transforming the National Guard Bureau into a more effective organization in support of the Department, Combatant Commands, Services, Governors and our Adjutants General. The goal is to achieve full operational capability by FY 2006 with the end state strategically linking National Military Strategy (NMS), Secretary of Defense and Chairman Joint Chiefs of Staff directives through the National Guard Strategic Plan to all National Guard day-to-day activities.
2. Project *Minuteman* will serve as a powerful enabler to help institutionalize the National Guard's role in NMS by creating a comprehensive *Minuteman* Knowledge System. Project *Minuteman* will facilitate the National Guard Bureau to become even more relevant in its strategically linked role of contributing to our national security.
3. I ask that you and your staff become active participants in Project *Minuteman*. The PMO is assigned under my Assistant with COL Steve Sarcione serving as the project lead. Accordingly, I have directed COL Sarcione to provide you an overview brief within the next 30 days. Our timeline is aggressive, but achievable. I remain committed to creating a joint, strategically linked, process-oriented organization that is fully capable of meeting our nation's needs.

H STEVEN BLUM  
Lieutenant General, US Army  
Chief, National Guard Bureau



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NOV 1 2005

MEMORANDUM FOR PROJECT *MINUTEMAN* PARTICIPANTS

SUBJECT: Project *Minuteman* Instructions

1. Project *Minuteman* and the Performance Management Office (PMO) was established to link strategy with the resources needed to enhance the readiness of the National Guard. The effort began with a pilot study involving elements of the National Guard Bureau joint staff and is proceeding to include the entire National Guard Bureau.

2. The Project *Minuteman* team will build a foundational *Minuteman* Knowledge Management System (MKnow) with continuous improvement as its theme. The system will build an intelligence capability overlaid on an architecture that will enable all members of the Bureau to visually monitor the status of National Guard day-to-day activities and how they directly support the National Guard Strategic Plan. The Project *Minuteman* team will coordinate the project objectives and begin training for all personnel so that everyone fully understands, contributes and becomes capable of using the system.

a. Dashboards and measures.

Dashboards will be developed in the SPM software and associated measures will be input as they are agreed upon by workshop participants. Working sessions with key executives will occur NLT 1 Dec 05 to firmly establish the initial executive level dashboards and associated measures from which all others must cascade. Phase II Dashboards must be completed in conjunction with workshop schedules.

Develop Initial Dashboard & Measures	19 Jan 05	Complete
Revise and Refine (J5)	1 Dec 05 and in-stride	In-process

b. Develop Detailed Plan and Handbook.

The initial draft of the Project *Minuteman* Handbook provides academic background and defines the project in-depth. Over the course of the project, the handbook will evolve into policy and procedure that will institutionalize the approach so that it becomes standard National Guard practice.

Staff, revise in-stride		Final June 07
Initial Draft, Phase I	15 Jan 05	Complete
Phase II	1 Nov 05	In-process

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SUBJECT: Project *Minuteman* Instructions

Staff Handbook	Distribute 10 August 05	First review 22 Aug 05
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c. Train Leaders, Employees.

Everyone in the National Guard must eventually possess a working knowledge of the elements of Project Minuteman if it is to succeed. Therefore, a two hour training session (see attached Information Paper, Subject: Project Minuteman Orientation and Program of Instruction) will be scheduled and presented prior to scheduled workshops to facilitate understanding and to assist in preparing individuals to actively participate.

Organization to Train	Timeframe	Status
Phase I Pilot, J1 & J5	1 Feb 05	Complete
Chief, DJS, Directors	15 Nov 05	In-process
J1, G1, XP, DP	NLT 15 Nov 05	To be scheduled
J5, G5, & Air equivalent	NLT 15 Nov 05	"
J2, G2, & Air equivalent	NLT 15 Jan 06	"
J3, G3 & Air equivalent	NLT 15 Jan 06	"
J4, G4 & Air equivalent	NLT 15 Jan 06	"
J6, G6 & Air equivalent	NLT 15 Jan 06	"
J7, G7 & Air equivalent	NLT 15 Jan 06	"
J8, G8 & Air equivalent	NLT 15 Jan 06	"
Special Staff	NLT 15 Jan 06	"
Personal Staff	NLT 15 Jan 06	"
Special Assistant Staff	NLT 15 Jan 06	"
State Organizations	TBD	

d. Activity Based Management Workshops.

The Project *Minuteman* Team will conduct employee workshops to document the processes and the activities within the processes. The workshops will be iterative with the first workshop focusing on workflow and authority and the second on workload, performance measures and potential improvements. The team will solicit candidate automated systems utilized by the organization under review to assist in determining linkage. Activity Based Management (ABM) will be used as the framework for the effort. A strategically aligned ABM Model will be developed to reveal the work structure and the total resource requirement. The model will be built by the people of the National Guard through workshops facilitated by experienced model builders. The ABM Workshop timeframe and status follows. Schedules will be developed in direct coordination with each staff element point of contact.

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<b>Organization</b>	<b>Timeframe</b>	<b>Status</b>
Phase I, Pilot, J1-TN, J5-IA	1-28 Feb 05	Complete
<b>Joint Staff, J1</b>		
Office of the J1	15 Nov-31 Jan 06	To be scheduled
Manpower Mgmt, Title 5, 10	15 Nov-31 Jan 06	To be scheduled
Personnel Readiness	15 Nov-31 Jan 06	To be scheduled
Family Programs, ESGR	15 Nov-31 Jan 06	To be scheduled
<b>Army G1</b>	15 Nov-31 Jan 06	
<b>Air Directorate; DP, XPM</b>	15 Nov-31 Jan 06	
<b>Joint Staff, J5</b>		
Office of the J5, Admin Support	15 Dec-31 Jan 06	To be scheduled
Joint Interag/Intergov Coord Br	"	To be scheduled
Strat Plans Policy Div, Pol Br, Plans Br	"	To be scheduled
Strat Initiatives Div, concepts & Trans Br, Integration Br	"	To be scheduled
<b>Army Directorate, G5</b>		
G5	"	To be scheduled
<b>Air Directorate</b>		
XP	"	To be scheduled
<b>NGB Complete</b>		
J2, G2, Air	1 Feb 06-30 Sep 06	To be scheduled
J3, G3, Air	"	To be scheduled
J4, G4, Air	"	To be scheduled
J6, G6, Air	"	To be scheduled
J7, G7, Air	"	To be scheduled
J8, G8, Air	"	To be scheduled
Special Staff	"	To be scheduled
Personal Staff	"	To be scheduled
Special Staff Assistant	"	To be scheduled
Field Operating Activities	"	To be scheduled with responsible staff element
Executive Level Interviews	"	To be scheduled

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The JMETL or activity list refined during the workshops will be input directly into the ABM model during sessions so that participants can immediately see the results of their work and begin to use the model functionally.

Encl  
as



CHRISTOPHER D. GARDNER  
Assistant to the Chief  
National Guard Bureau



## INFORMATION PAPER

NGB-ZC-PMO  
26 October 2005

SUBJECT: Project Minuteman Orientation and Program of Instruction Outline.

Purpose. Education and training is essential to success. Leaders, managers and employees must fully understand the elements of *MKnowledge* if the project is to succeed.

Introduction to Project *Minuteman*. 120 Minutes.

1. Introduction, 10 minutes.
2. *MKnow*, 30 minutes.
3. ABM, 30 minutes.
4. Dashboard (Balanced Scorecard), 30 minutes.
5. Linking/integration of standard information management systems, 10 minutes.
6. End state, 10 minutes.

1. Introduction.

- Why Project Minuteman?
- SECDEF/CJCS direction regarding transformation.
- LTG Blum's transformation guidance.
- DJS transformation guidance.
- Introduce Handbook.

2. Minuteman Knowledge Management System.

Through the Cycle step-by-step.

- NSS-NDS-NMS hierarchy.
- Purpose, Mission of NGB; Core Competencies.
- Vision.
- Strategic Plan.
- Action Plans; template.
- ABM, broadly.
- Resources required, budget, execution.
- The Dashboard, broadly.
- Continuous assessment; OSA. Continuous improvement.

3. Through the portal to ABM.

- Genesis of concept.
- Concept.
- How it applies to NGB.

- How we will approach model building; workshops, JMETL.
    - Pilot
    - Expanded.
    - SPM 2.0
    - Demo of the actual model
    - How to prepare for workshops.
      - Review JMETL (activities).
      - Consider Drivers (cycle time, frequency).
      - Recommend Performance measures.
      - Recommend internal and external improvements.
  - Practical model use.
    - Process improvement.
    - Driver (cycle time, frequency, etc) evaluation.
    - Examination of costs.
    - Budget preparation.
    - Budget execution.
    - Balance, redistribute resources.
    - Set objectives.
    - Value added assessment.
    - Co-location.
    - Embellish.
    - Eliminate.
    - Etc.
4. Through the portal to the Dashboard (Balanced Scorecard)
    - Genesis of concept.
    - Concept, flow.
    - How it will be used in NGB.
    - Performance measures; a key *MKnow* element.
    - Executive level dashboard; screenshots.
    - Notional second level dashboard.
  5. Linking interactively with automated systems.
    - Financial system.
    - Identifying other systems; selecting, connecting.
  6. End state.
    - Comprehensive real-time knowledge system.
    - For today and tomorrow; predictive.

Prepared by: Mr. Callaghan/607-5443  
 Approved by: COL Sarcione/607-2711